Equity 2000

Saskatchewan Human Rights Commission
Employment Equity Report 1999-2000
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Saskatchewan Human Rights Commission

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I. Background

The Saskatchewan Human Rights Commission has had the legislative mandate to promote equality through equity programs under *The Saskatchewan Human Rights Code* (the *Code*) since 1979. Since approving the first programs in the early 1980s, the Commission's equity initiatives have focused on two areas: employment and education.

Employers and educational institutions that wish to promote and enhance equality and the systemic removal of discriminatory barriers in their workplaces and classrooms may submit programs to the Commission for approval under section 47 of the *Code*. The Commission uses the term "sponsor" to refer to organizations with approved programs.

The vision of employment equity is an inclusive workplace that benefits from the resources of a diverse workforce and enables all groups to contribute to the community's economic well being.

Since 1980, the Commission has approved private and public sector employment equity programs in Saskatchewan. Organizations with these programs are leading the way in demonstrating Saskatchewan workplaces can become representative of the communities they serve. They embrace the positive qualitative changes brought by a diverse workforce and are building places of employment that include, rather than exclude, women, Aboriginal peoples, people with disabilities, and visible minority people.

> "Equality focuses on creating the same starting line for everyone."
>
> "Equity has the goal of providing everyone with the full range of opportunities and benefits ---- the same finish line."
>
> Bruce Kidd
> (member of Canada's 1964
> Olympic track and field team)

II. Overview of Equity 2000

Here and Now

This is the Saskatchewan Human Rights Commission's eighth annual *Employment Equity Report.* This is our third year of focusing on one-third of the employers with approved employment equity plans. The number of employment programs and education programs the Commission monitors continues to gradually increase and our staff resources have not kept pace. The rotating monitoring allows for a more in-depth review of employers' actions plus provides staff with a more manageable workload.

All employers with approved programs continue to provide the Commission with annual written reports. The statistical tables reflect all employment equity plans approved by the Commission. This year, the statistical tables include one new equity employer – The Law Society of Saskatchewan.

This year's monitoring report reflects the activities of:

Saskatchewan Research Council
The Co-operators
Saskatchewan Teachers' Federation
Co-operative Health Centre, Prince Albert
University of Saskatchewan
University of Regina
Community Health Services (Saskatoon) Association Ltd.
John Howard Society
Regina Women's Community Centre and Sexual Assault Line

Section III contains a summary of equity initiatives, some quite innovative and some routine, undertaken by these employers.

In reviewing all the 1999-2000 annual reports, we note some strong equity initiatives worthy of particular mention. For example, some of the sponsors have strong supportive articles in their collective bargaining agreements. We commend employers and unions for recognizing historical inequities and taking strong measures to counteract the long-term effects of those inequities. The Community Health Services (Saskatoon) Association Ltd., University of Regina and Northlands College are three workplaces that caught our attention in this regard.

We also applaud the efforts of the Saskatchewan Teachers' Federation and the Legal Aid Commission for their efforts to integrate employment equity principles with standard personnel practices so they become an integral part of workplace culture.

Looking Back

In spite of the good efforts of some people, it seems as true today as it has been throughout twenty years of monitoring that in sponsor organizations where significant changes at the senior management level occur, the achievements of the equity program diminish. Without regular scrutiny by senior management and time being given to equity issues, the program falters. This may indicate that equity initiatives are treating the symptoms of inequity rather than getting at the root cause.

It is fitting that in the last employment equity monitoring report of the 20th century, we reflect on what we have learned from equity initiatives in the last two decades. There are three approaches to achieve equity reflected in the reports of the sponsors. They are:

1) Try to make designated-group people act like the people who are in decision-making positions. For example, designated-group people may be counseled to learn to play golf and use relationships formed on the fairways to move into positions of greater power.

   The weakness of this approach is that it will never eradicate the deeply entrenched, systemic factors that hold designated-group people back.

2) Make the current workplace more accommodating to designated-group people by fixing some of the barriers through special policies and benefits.

   This provides stilts to play on an uneven playing field, but does not level out the playing field.

3) Celebrate differences.

   Telling people to "value differences" doesn't mean they will. It may result in different skills and styles being valued in only a marginal sense.

This cartoon captures where some of us are on equity issues. We must not get stalled there.

"We need to focus on diversity. Your goal is to hire people who all look different but think just like me."

Looking Ahead

As we prepare to enter the 21st century, we need to make our workplaces truly multicultural in nature where representatives of all groups in our society are productive and contribute to the socio-economic well being of Saskatchewan. We know the demographics of our province will change dramatically in the next two decades.

Perhaps a fourth approach to achieving equity is necessary; one that recognizes that inequity is rooted in our cultural patterns and, therefore, in our organizational systems. Inequity will be undone only by a persistent campaign of incremental changes that discover and destroy the deeply imbedded roots of discrimination. This approach involves senior management probing an organization's practices and beliefs to uncover its deeply embedded sources of inequity.

Here are some questions for senior managers of sponsor organizations to consider about their workplaces:

- How do people in this organization accomplish their work? What, if anything, gets in the way?
- Who succeeds in this organization? Who doesn't?
- How and when do we interact with one another? Who participates? Who doesn't?
- What kinds of work and work styles are valued in this organization? What kinds are invisible?
- What is expected of leaders in this company?
- What are the norms about time in this organization?
- What aspects of individual performance are discussed the most in evaluations?
- How is competence identified during hiring and performance evaluations?

This exercise, through one-on-one interviews and focus groups, should identify cultural patterns and their consequences. For example, which practices affect men differently than women, and why? Which practices affect other designated-group people differently than non-designated-group people, and why? With this knowledge, employers and unions can uncover the roots of the problems and effect change in a meaningful and permanent way. To get to the roots of inequity and bring about permanent change is our challenge for the 21st century.

III. Employers in Review

The Saskatchewan Human Rights Commission's monitoring process is designed to obtain a picture of the employer's initiatives since its program began. To implement the monitoring process for the selected employers, Commission staff provides a survey questionnaire to each employer under review. On site interviews and/or follow-up meetings are held with each employer to discuss the survey and obtain additional material for a fuller understanding of the employer's actions. As well, the employers submit their annual reports on initiatives undertaken during the last year.

The following narrative summarizes key qualitative components of the employment equity plans under review. In the case of two employers, we think the initiatives are particularly noteworthy and have labeled them as such. If the Commission were giving a gold star to the employer that impressed us most with its achievements, initiatives and commitment, the Saskatoon Community Clinic would be the choice this year.

Numerical data and an overview of the statistical analysis are provided in Section IV of this report and in Appendices A and B.

Saskatchewan Research Council

The Saskatchewan Research Council (SRC) is a publicly owned research and technology service provider that works in partnership with universities, government agencies, consultants and other organizations. It has offices in Regina and Saskatoon, and is divided into the following branches: petroleum, mineral exploration, process development, small industry services, fermentation technologies, genetics, environment and analytical services. Many SRC positions require a combination of scientific, engineering or technical training and experience.

SRC has had an approved plan since 1992. Because its activities are largely client and project driven, its workforce may fluctuate. SRC's total workforce was 213 in 1999-2000, down from 235 the year before. The representation of all four designated groups either remained constant or decreased slightly in 1999-2000.

Women and visible minorities are comparatively well represented at SRC. The representation of women has increased from 35.0% to 46.0% over the past seven years, and women now make up 27.2% of senior management. Visible minorities represent 11.3% of all staff and 18.2% of senior managers.

SRC currently employs eight Aboriginal people who represent 3.7% of total staff. One is employed in the professional category and seven in the technical category. Although the representation of Aboriginal people is below the Commission's long-term goal of 12.2%, SRC has made some progress in this area since adopting an equity plan in 1992. At that time, SRC had only two Aboriginal employees out of a total of 243 -- one technical and one clerical employee. SRC also points out that its employment of Aboriginal people in three technical positions representing a large part of its workforce is 5.5%, compared with a provincial average of 3.2% for the same positions.

SRC has correctly identified a need for stronger efforts to recruit and retain employees with disabilities. Two permanent employees with disabilities resigned during the past two years and SRC has only one employee with a disability, a person recently hired for an indefinite term. Consequently, SRC's representation of people with disabilities is only 0.5 percent.

Equity Initiatives

SRC promotes a family friendly workplace by approving flexible work arrangements to balance work and family needs. It provides a signing interpreter to a hearing-impaired employee on an as needed basis – for example, during training or staff meetings.

To support employment equity and increase the pool of candidates with required skills, SRC has developed a number of educational partnerships. It participates in the Saskatchewan Intercultural Association Mentorship Project by accepting foreign-born and trained professionals as interns for periods of 8 to 12 weeks. Through its partnership with Bishop James Mahoney High School, it participates in the Career Mentorship Program.

In 1999-2000, SRC sponsored two youth tables at the SaskTel Aboriginal Youth Awards of Excellence. It was one of two major sponsors of the Innovators in the Schools Program. This program promotes interest in science and mathematics among K-12 students through classroom speakers or events such as science fairs, and particularly encourages the participation of inner city schools. SRC also hosted an open house that gave grades 5 to 8 students an opportunity to view science and engineering related activities.

In the coming year, SRC plans to promote management awareness of employment equity through regular reports on equity statistics and activities at senior management meetings.

Co-operators Life Insurance Company

The Co-operators has one of the oldest employment equity plans in the province, having received approval from the Commission in 1985. It has undergone many organizational changes in the intervening years.

Currently, The Co-operators has about 470 employees. The representation of Aboriginal peoples in full-time positions is 3.62 %, below the long-term goal of 12.2%. The representation of staff with disabilities is 4.98%, again below the long-term goal of 9.7%. The representation of visible minority staff is 4.3%, which is under the long-term goal of 5.4%. Women represent about 80% of the full-time staff and 53% of managerial and supervisory positions.

Equity Initiatives

The Co-operators, for years, have had hiring goals for Aboriginal peoples and people with disabilities. The short-term hiring goal for Aboriginals is 10% for full-time positions and 15% for temporary positions. The short-term goal for people with disabilities is 5% each for full-time and temporary positions. More recently The Co-operators adopted a short-term hiring goal of 5% for visible minority people for full-time and temporary positions. With the exception of visible minority people, the goals are rarely achieved.

The turnover rate of designated group people is not particularly high, except for visible minority people. Ten per cent of the employees who left The Co-operators were visible minority people. However, the successful recruitment of members of this group keeps the representation just short of the long-term goal. The low recruitment rate of Aboriginal peoples and people with disabilities results in slow progress in increasing their representation.

The Co-operators participates in work placement programs through SIAST and the Aboriginal Family Service Centre. These placements resulted in temporary employment and, sometimes, full-time employment for Aboriginal people. Aboriginal staff have a promotion rate of 12.5%, much higher than for other employees.

The Co-operators has an "Early Intervention program" to assist employees with returning to work after a lengthy leave due to illness. The program includes rehabilitation, accommodation and other special needs.

Some of the 1999 activities included:

- a self-identification survey distributed to all employees with a 95% return rate;
- contact with designated group member organizations;
- monitoring and examining the hiring processes;
- reviewing policies with employment equity in mind;
- upgrading the building to ensure accessibility;
- contracting with the Open Door Society to conduct English as a Second Language assessments;
- discussion with the South Sask. Independent Centre on how a partnership could be forged to assist in the hiring of persons with disabilities.

In order to reach its objectives, The Co-operators equity program needs the active involvement of senior management. It is desirable to have a senior manager lead an

Employment Equity Committee that meets three or four times a year to monitor progress and suggest changes or new initiatives that will move the program along to its goal.

Saskatchewan Teachers' Federation

The Saskatchewan Teachers' Federation (STF) is a strong supporter of employment and education equity initiatives throughout the province. In addition to developing an employment equity plan in its own workplace, the STF has become a valuable resource and partner in many external equity initiatives.

STF's employment equity plan was approved in 1991. The Federation is a relatively small employer, with a total workforce of 91. In 1999, 71.4% of its employees were female, 6.6% were Aboriginal, 4.4% were persons with disabilities and 1.1% were members of visible minorities. The designated groups are not represented in management, except for a 68.8% representation of women among middle managers. However, the designated groups are represented in another occupational group that is considered senior to and paid more highly than middle managers – the administration staff. This group consists of 13 executive assistants (including the two senior managers) who do field work with teachers and schools throughout the province. The administration staff includes one Aboriginal person, one visible minority member and five women.

Equity Initiatives

Since 1991, STF has made its building fully accessible, approved alternative work arrangements to accommodate family or health needs, and developed policies on general and sexual harassment, exit interviews and reasonable accommodation. STF has made significant progress incorporating equity principles into its organizational culture and value systems. For example, its Employment Practices Committee monitors all aspects of the personnel management system to ensure its practices are consistent with STF employment equity policies.

Last year, STF implemented a new job evaluation system based on the principle of equal work for equal value. It appointed an Aboriginal employee to a temporary position handling higher duties, and provided a work placement for a person with a physical and learning disability. It also designed an on-line orientation to the STF Employment Equity and Diversity Plan, and provided an opportunity for staff to attend two half-day workshops entitled *Equity in the Workplace -- An Introductory Session*, and *Strategies To Address Incidents of Inequality at Work and in Social Contexts*.

Noteworthy External Initiatives

STF is also involved in numerous service or partnership activities that reflect the spirit and long-term goals of employment and education equity. For example, the STF provides staff and resource support to local school divisions and associations developing anti-discrimination and equity policies. It participates in many workshops, committees and events related to equity issues. As well, it provides both print and non-print materials on a wide variety of equity topics through the Stewart Resources Centre, and promotes Saskatchewan-based research on equity, mainstreaming and Aboriginal education through the Dr. Stirling McDowell Foundation.

Co-operative Health Centre, Prince Albert

The Commission approved the Prince Albert Health Centre's employment equity plan in 1991. It has a workforce of about 70 employees. Since most of the occupations are traditional jobs for women, almost 85% of the staff are female.

When the Health Centre submitted its plan for approval in 1991, it had only four employees of Aboriginal ancestry and one person with a disability. In recent years Aboriginal employees have increased significantly to represent over 22% of the workforce. They have been between 16 and 19 in number, including one in management. There are now five people with disabilities working for the Health Centre. This constitutes 6.9% of the total workforce. While this is an improvement, it is still well below the long-term goal of 9.7%.

The Health Centre employs one visible minority person. This represents 1.4% of the total workforce.

Equity Initiatives

The Prince Albert Health Centre experienced difficulty in maintaining the impetus of its equity program in 1999. It was without a manager for over six months, and a number of the Employment Equity Committee members were occupied with job evaluation initiatives over the year. Consequently, several of the planned activities did not take place.

However, the Health Centre drafted new hiring guidelines and has an Employment Equity representative included in all aspects of the hiring process. A signing interpreter allowed two staff members who are deaf to participate in a variety of meetings and in services. Other forms of accommodation included a change in work hours and an office move.

The Employment Equity Committee met sporadically for most of 1999, but intends to resume monthly meetings in 2000. The Centre has an annual budget for employment equity.

Other activities planned for 2000 include:

- department heads will be fully informed about employment equity issues and their impact on workplace policies and procedures.
- employment equity goals from the original plan will be reviewed.
- educational materials on employment equity, such as videos and posters, will be acquired.
- a poster contest for the children of staff will be held.
- the exit interview process will be reviewed.

While the Prince Albert Health Centre has increased its representation of designated group employees since 1991, it experienced a slight decrease in Aboriginal employees and employees with disabilities during the last year. Although the reasons are identifiable, i.e. loss of a manager for over half the year and preoccupation with job evaluation, it serves to remind us that equity initiatives remain very fragile and easily derailed. Without persistent, constant vigilance, old practices and procedures prevail.

University of Saskatchewan

The University of Saskatchewan (U of S) sees a diverse staff as an asset that will help it achieve its goal of being an educator of choice. The employment equity policy approved by the Board of Governors in 1995 states, "The University of Saskatchewan is committed to achieving and maintaining a workforce which reflects and affirms the diversity of our society, and works together in a discrimination-free environment, characterized by respect and equity."

U of S is a large, complex institution with close to 4,000 employees. It received approval for an employment equity plan in 1992. In statistical terms, the university has made less progress toward a representative workforce with Aboriginal people and people with disabilities than with the other designated groups. Some of the steps the university has taken to address this issue will be outlined below.

Women represented 47.9% of total staff at U of S at the end of 1999. They made up 24.6% of in-scope faculty and 41.3% of sessional lecturers. They also represented 16.7% of senior managers and 51.8% of middle managers. Visible minorities represented 7.1% of total staff, 10.2% of in-scope faculty, 5% of sessional lecturers and 3.8% of middle

managers. Aboriginal people made up 1.4% of total staff, 1% of in-scope faculty, 2.1% of sessional lecturers and 2.5% of middle managers. People with disabilities accounted for 1.5% of total staff, 1.4% of in-scope faculty, no sessional lecturers and 2.1% of middle managers. Aboriginal people, people with disabilities and visible minorities were not represented at the senior management level.

Equity Initiatives

One obstacle to developing a diverse workforce at U of S has been a lack of hiring opportunities. This situation is expected to change as many faculty members retire over the next few years. The Vice-President (Academic) has asked all colleges to submit recruitment plans outlining strategies to deal with faculty renewal, and these plans include consideration of employment equity goals.

Another challenge faced by the university is the decentralization of recruitment and selection processes among different colleges, departments and administrative units. Partly to address this issue, U of S has encouraged the establishment of separate employment equity working committees and employment equity plans in individual colleges and administrative units. The 28 committees established to date report annually to a senior employment equity working committee, which informs and makes recommendations to the President. A central employment equity advisory committee also reports to the President, and advises the university's Employment Equity Coordinator.

The university has developed and promoted many equity initiatives since its plan was approved in 1992. Some of these are supported by the President's Employment Equity Enhancement Fund, which allocated $8,300 to equity projects in 1999-2000. More than 120 specific diversity initiatives developed by the university are described on its web site, which can be found at www.usask.ca/diversity/.

Developments in 1999-2000

In December 1999, the university undertook a new initiative for increasing Aboriginal employment by entering an Aboriginal Partnership Agreement with the Department of Intergovernmental and Aboriginal Affairs. Goals and timetables for partnership activities will be established by the employment equity advisory committee. Two of the first steps in implementing the partnership will be the recruitment of an aboriginal employment coordinator and a job audit to determine hiring needs.

In 1999-2000, U of S completed a *Recruitment and Appointment Guide -- Staff*. This document, like the guide to the recruitment of academic staff completed a year earlier, incorporates employment equity principles. Last year the university also produced a

handbook for use by the employment equity advisors or advocates who serve on the search committees of several colleges. U of S and the Faculty Association have signed a Memorandum of Agreement to investigate whether systemic discrimination exists in employment systems--including tenure and promotion processes--and a report on this study is expected by the summer of 2000.

U of S makes ongoing efforts to make the campus more accessible for persons with disabilities. The university contains a number of older buildings, and an accessibility audit conducted by Facilities Management in 1998 set priorities for accessibility improvements. In 1999, automatic doors were installed in three buildings at a cost of $22,000. In addition, entrance doors were installed in the Commerce building, an elevator was installed and all washrooms and classrooms were reviewed to ensure accessibility.

Activities supported by the President's Employment Equity Enhancement Fund last year included Disabled Awareness Week, March 21st activities, the Role-Model Speaker Fund of the College of Arts & Science, a survey of equity needs at the College of Veterinary Medicine and Gathering 2000, a jointly sponsored conference on Aboriginal issues.

Future Challenges

As noted above, the university has had difficulty increasing its representation of Aboriginal people and people with disabilities. The Aboriginal Partnership is one strategy the university has adopted to improve its links with the Aboriginal community and to increase its pool of qualified, Aboriginal applicants. The university notes that relatively few persons with disabilities apply for jobs at U of S. Greater outreach recruitment efforts may therefore be needed to improve the representation of this designated group.

University of Regina

The University of Regina has had an approved Employment Equity plan since 1997. It has a workforce of just over 1000 employees. Women comprise 51% of the total staff, but only about 21% of all management positions.

Nine per cent of the University's employees are visible minority people, well above their representation in the general population. Employees of Aboriginal ancestry comprised .8% of the staff in 1997. This figure has increased each year but remains very low at 2.5% in the 2000 report. People with disabilities are also under-represented compared to the general population. This group is only 4.1% of the total workforce.

With the impetus of the following initiatives, in the next three years the University of Regina should make notable increases in the representation of designated group people where significant under-representation presently exists.

Noteworthy Initiatives

For Aboriginals

The University of Regina signed a Partnership Agreement with Saskatchewan Intergovernmental and Aboriginal Affairs in 1999. This partnership commits the University to work towards representative employment levels of Aboriginal people. This will greatly enhance the equity initiatives for this designated group.

The University has partnered with the Saskatchewan Indian Federated College to deliver the Aboriginal Cultural Awareness Program to employees on campus. The goal of the program is to create awareness of the diversity and richness of First Nations and Metis cultures. It consists of five modules: historical and contemporary issues; culture and language; demographic and socio-economic issues; current issues; and workplace issues.

The University of Regina recognizes Aboriginal Post-secondary Institutions as full partners in achieving the common goal of a representative workforce. The SIFC and the University's Aboriginal Employment Coordinator are working co-operatively to promote Aboriginal employment. They are planning an Aboriginal Career Fair to promote Aboriginal students as well as highlight both SIFC and the University of Regina as prospective employers. They are also working co-operatively to address the common problems surrounding Aboriginal recruitment and retention.

The Gabriel Dumont Institute of Native Studies and Applied Research, the Regina office of Dumont Technical Institute and the Saskatchewan Urban Native Teacher Education Program (Regina Program) are now located on the University of Regina campus. This provides opportunities for increased collaboration. Discussions are underway to offer other programs besides the Teacher Education Program so Metis students can fully participate in other occupational sectors. The programs currently under discussion are in the information technology occupational sector.

The University of Regina is participating in the Provincial Representative Workforce Council, formalized in February 2000. The Council is a group of individuals committed to supporting a provincial workforce representative of Aboriginal peoples. Members are from Aboriginal and non-Aboriginal training and educational institutions, employers, government and organized labour.

For Women

The Manager of Employment Equity is working with The Status of Women sub-committee of the University of Regina Faculty Association to complete a survey of women faculty. The survey will determine if their promotion and pay increase rates are equivalent to their male colleagues, the type of climate in which women faculty work, and if workloads and responsibility are considered of equal value.

The President of the University of Regina established a program for women in leadership. Its goals are to:

- get more women into leadership positions at the University of Regina;
- encourage more women to consider and work toward senior management positions at the University;
- generate a variety of strategies for helping women prepare for senior positions.

For People with Disabilities

The procedures for accessing president's office funding for technical aids and other devices is now in use. This fund makes the provision of technical aids more widely possible than previously.

The Faculty of Physical Activities Studies conducted an architectural barrier review of the adapted physical activity area. Nine recommendations were made to improve accessibility including the addition of equipment, and an emergency evaluation plan.

For All Designated Groups

The equity handbook for search committees has been refined and presented to the search committees in the Faculties of Education and Arts. It is deemed to have met its objectives that Search Committees:

- gain confidence in their ability to discuss and evaluate all candidates;
- develop an improved understanding of the barriers designated group persons face in securing employment; and
- interview and ultimately select more candidates from designated groups.

The revised handbook will be introduced to the search committees of all faculties in 2001.

Two seminars are offered annually to all employees on equity and diversity issues. These are published through the learning and employee development calendar. These combined with sessions on racial discrimination, disability awareness, and sexual harassment form the training package offered to all employees.

Community Health Services (Saskatoon) Association Ltd. (Saskatoon Community Clinic)

The Saskatoon Community Clinic has had an approved program since 1996. It has a workforce of about 130 employees. Since it has primarily traditional female occupations, about 90% of its workforce are female.

The Clinic made significant progress in employing Aboriginal women since the inception of its equity plan. They increased from .8% representation in 1997 to 10.2% in this year's report. Likewise, there has been an increase in the representation of visible minority people going from 2.3% in 1997, the first reporting year, to 3.9% in 2000.

The Clinic recognizes that it hasn't done as well with hiring and retaining people with disabilities. The representation of this group is 3.9%, below the goal of 9.7%. The Clinic also notes that it must pay attention to the distribution of Aboriginal peoples, peop le with disabilities and visible minority people by category of employment.

Noteworthy Initiatives

The Clinic and its union were concerned about the retention of designated group members. Consequently, they agreed on an article in the collective agreement which allows for preference in internal postings. Article 36.02 reads as follows:

> "Employees hired after June 20, 1996 have recognition of seniority limited by the provisions of the Affirmative Action Policy. Preference in internal and external hiring will be given to members of designated affirmative action groups as per the Affirmative Action Policy."

This provision means that if there is an internal posting, and the only candidates who apply are people employed after June 20, 1996, the candidate hired for the job will be a qualified designated group member. If a candidate who was employed before June 20, 1996 applies for the posting, his/her seniority will be honoured. If there are no qualified designated group members available, the normal seniority rules apply.

The affirmative action committee monitors the recruitment process. A member of this committee sits on the hiring committee and facilitates any special measures that may be needed. The progress of new employees is also monitored. At the mid-probation and final probation point, a designated group employee and his/her supervisor are interviewed separately. This, too, is the responsibility of an affirmative action committee member. The purpose is threefold:

- to make sure the employee feels comfortable and supported in the work environment;
- to make sure the employee feels free of discrimination; and
- to make sure the employee is receiving any accommodation required.

The Clinic has partnered with Saskatchewan Voice of People with Disabilities to provide information sessions for the staff. These include sensitivity and accommodation issues as well as interviewing techniques. In addition the Clinic provides ongoing information to staff about employing people with disabilities through its internal "Supermemo".

In future, the Clinic intends to expand its partnerships with community-based organizations and to improve recruitment of designated group members.

Employers With Fewer Than 25 Full-Time Equivalent Positions

The Commission approves two types of equity programs for employers with less than twenty-five full time equivalents. Public sector employers develop equity programs under Section 47 of the *Code* and must file annual reports in compliance with terms and conditions of approval as defined by the Commission. Small employers including community-based organizations, may have employment equity exemptions under Section 48 of the *Code*. In January 1997 the Commission adopted criteria to be used for the approval of plans submitted by these small employers. The purpose is to have equity requirements that are appropriate for employers that do not have a sophisticated human resource component.

These employers have to meet three requirements:

1. Commitment – An explicit commitment to the goal of employment equity must be made by the board or governing body.
2. Statistics – Employee data must be provided by occupational group for each designated group by gender.
3. Positive Measures – At a minimum, the organization must have an anti-harassment policy, and an annual educational session for employees on equity issues; and must actively recruit designated group employees.

To date, three employers have received approval under this employment equity exemption criteria. Two of those employers, The John Howard Society and the Regina Women's Community Centre and Sexual Assault Line, are reviewed this year.

The John Howard Society

The John Howard Society has had an approved exemption since 1996. It currently has 36 full-time and part-time employees, of which 69% are women. Sixty percent of all management positions are filled by women. Aboriginal peoples comprise 13.9% of the workforce but have no representation in management. Persons with disabilities represent 5.6% of the workforce, but hold 20% of all management positions. Visible minority people are very well represented in the workforce and in management.

The Society has an anti-harassment policy in place. As well, Section 3.06 of the Collective Bargaining Agreement, stipulates there is a right to work in an environment free from harassment. There is a committee to address harassment issues and there has been staff training on harassment prevention.

Regina Women's Community Centre and Sexual Assault Line

The Regina Women's Community Centre and Sexual Assault Line's plan was approved in 1998. The Centre has a total workforce of 8 women. Twenty-five per cent are Aboriginal, 12.5% are persons with disabilities, and 12.5% are visible minority people.

The Centre has an anti-harassment policy in place that covers both staff and board. It has a clearly articulated employment equity statement approved by its board of directors. As part of its role to assure it is inclusive, the Centre works at providing a barrier-free environment for staff and clients. They have one designated part-time counseling position for an Aboriginal woman. The Centre is committed to assuring there will always be a counselor on staff to meet the needs of Aboriginal clients.

IV. Progress of the designated groups

Women, Aboriginal people, people with disabilities and visible minority people experience many forms of inequity in employment, including high unemployment, low wages, and under representation in decision-making positions. Monitoring and evaluating on a regular basis the representation of designated group members in the workforce, including hires, promotions and terminations, is a central feature of employment equity plans. By tracking the designated group members in those workplaces that report to the Commission, we begin to achieve an understanding of the effectiveness of remedies undertaken by employers to become more equitable and representative of the community.

The Commission recognizes that no single source of information is adequate in evaluating the progress of an employment equity program. Statistical reviews give broad indications of where employers are going and where they have been, but do not show the whole picture. The objective of this section is to analyze the presence of designated group members in the workforce of the employers we monitor.

There are some limitations of statistical reviews, particularly when grouping diverse employers together. General comparisons from one year to the next need to take into account the presence of new employers in the mix. As well, there are differences in how individual employers report on their workforces. For example, each employer defines its occupational groups including senior and middle management; this should be considered when comparing the progress of one employer over another. Also, employers use varying definitions of "permanent" and "non-permanent" employees. This year, to help create some uniformity, the Commission provided employers with a "glossary of terms". We hope it will assist in creating standardized reporting. See Appendix C.

There continues to be variations in sponsors' hiring reports. For example, some employers are unable to report the total number of vacancies, while others identify designated group hiring only. Again, we requested employers to report on the number of vacancies at the permanent and non-permanent level that were filled. There are some employers who were not able to comply this year.

The number of employees monitored by the Commission decreased in 1999-2000. For a variety of reasons five employers were not able to file statistical reports in time for this report. The employers – City of Prince Albert, City of Saskatoon, Information Services Management, Northern Lights School Division and SaskFor McMillan, will be in the 2000-2001 report. The 32 employers who did provide statistics are reflected in the analysis.

Employers provide the Commission with statistical information on permanent full and part-time staff, non-permanent full time and part-time staff, total staff (permanent + non-permanent), management staff, staffing of permanent and non-permanent positions by external hires, promotion of permanent staff, and staff turnover.

This year we noted that the number of positions staffed decreased from the previous year. Decreasing hires means fewer opportunities to become representative. Some 1,674 people were reported as being hired into permanent jobs in 1999-2000, a decrease of 1.5% from the previous year. While there were 3,487 non- permanent positions staffed, it was a 29.2% decrease over last year.

There were fewer turnovers than in the previous year. The reporting of staff leaving the workplace may be under reported as some employers report on all employees who leave while others report on permanent staff who leave. It is clear that there were appreciably more hires with employers hiring 3,328 more people than were terminated.

During this reporting year, employers had an opportunity to improve the situation of staff through promotions. A total of 1,558 people were promoted in 1999-2000.

The Commission establishes numerical goals for workplaces. The goals reflect the actual representation of the designated groups in Saskatchewan's labour market and/or population as a whole. The equity goals established by the Commission are set out in Chart 1.

Designated group	**Representative workforce**
Women	45%
Aboriginal People	12.2%
People with disabilities[1]	9.7%
Visible minority people[2]	
Saskatchewan	2.8%
Regina	5.4%
Saskatoon	5.2%

[1] Statistics Canada's 1991 Health and Activity Limitation Survey Shows that people with moderate to severe disabilities make up 9.7% of Saskatchewan's working age population. In most cases, these individuals require job accommodation. In April 1998, the Commission adopted a definition of disability that will now be used by all employers with equity programs. See appendix D

[2] In the interests of consistency, the Saskatchewan Human Rights Commission adopts, in principle, the definition of visible minorities used in the federal *Employment Equity Act*. See appendix D

A. Women

In 1999-2000, women comprised 47.5% of the total sponsor workforce. This is slightly more than the 1998-99 percentage (see Table 1 and 2, Appendix A). While this representation exceeds the Commission's 45% goal, women continue to be concentrated at entry level and clerical positions. Generally speaking, women do not have a problem entering the workforce. However, women do face barriers to equality when trying to get jobs as managers or in non-traditional and under represented occupations.

The sponsor reports reveal that women continue to be under represented at the management level. In 1999-2000, women held 34.9% of all management positions in the total sponsor workforce, but only 26% of senior management positions, and 36% of middle management positions. The comparable figures from 1998-99 for the total sponsor workforce were 34.1% of management including 36.5% in middle management and 28% in senior management. This marks a 2% decline of women in senior management positions.

Employers with 25 or less employees revealed significantly higher numbers of women in all management positions. Within this category 54.4% of all management positions are staffed by women. Further review indicates that women make up 50% of senior management positions and 56.5% of middle management positions.

This year we looked at the representation of designated group women in management. From the reports it was clear that Aboriginal women, women with disabilities and visible minority women are not statistically significant at middle or senior management positions. However, those employers with less than 25 full time equivalent employees provide at least some noteworthy representation but that too is very fragile and with the leaving of one female manager the picture would be very different. Workplaces need to examine promotion patterns to see if there are differences between how women and men are promoted and hired into management positions. Such a review must take into account Aboriginal women, women with disabilities and visible minority women.

Women are hired in numbers greater than their labour force representation of 45%. The employer's reporting indicates during 1999-2000 there were 845 of 1673 permanent positions filled by women through an external hiring process. This was 50.5% of the permanent positions identified. The majority of new hires were in positions traditionally staffed by women. With respect to non-permanent positions, sponsors hired women for 59.1% or 2,061 out of 3,487 positions.

Women continue to be concentrated in particular occupational groups, such as clerical and administrative support positions. In most organizations, these positions tend to be the lowest paid.

Women are less represented in permanent positions. While 69.1% of all jobs reported are permanent, 67.4% of women in the sponsor workforce occupied permanent positions. The Commission notes that the number of permanent positions over all is declining and this is consistent with a broader labour force trend. Women continue to hold non-permanent positions at a higher level than men but that is decreasing.

Turnover information was not available for five employers. Of those providing statistics, the 1,833 people who left permanent jobs with sponsor organizations in 1999-2000, only 34.8% were women. This is significantly lower than the representation of women in sponsor organizations.

While the overall number of women in the sponsor workforce exceeds the long-term goal, women are still struggling to break through the glass ceiling and succeed at higher levels.

B. Aboriginal People

In 1999-2000, Aboriginal people represented 6.6% of the employees with sponsor organizations (see Table 3 and 4, Appendix A). This is a small increase over the previous year of 6.5%. Since the commission's first summary report of equity employers eight years ago, the representation of Aboriginal employees has grown from 2.9% to 6.6%. With the population of Aboriginal people at 12.2%, these employers are becoming more representative.

Small employers (under 25 full time equivalent), have a better representation of Aboriginal employees than the larger employers. Their staff complement of Aboriginal people is 9.2%.

The long-term goal of the employment equity plan is to achieve representation of Aboriginal people throughout an employer's workforce that reflects the representation of Aboriginal people in the population as a whole. The Commission is encouraged that employers are making long-range plans to increase the number of Aboriginal employees. Partnerships are being developed to ensure Aboriginal job candidates have the required job skills. Employers are playing a supportive role in school mentoring programs, workplace support groups and community activities. There is still a need however, to ensure employment practices do not contain systemic barriers.

In 1999-2000, sponsors reported filling 16.4% or 274 permanent positions with persons of Aboriginal ancestry through external hiring. It is encouraging that additional Aboriginal people were successful in securing permanent positions.

With respect to non-permanent positions, sponsors filled 8.7% or 302 positions with persons of Aboriginal ancestry through external hiring. The Commission encourages employers to be vigilant in monitoring hiring into all positions to assure Aboriginal people do not lose the gains made over the past few years.

While numbers do not tell the whole story, they are an important indicator of support for employment equity. If Aboriginal representation in the workplace is to increase significantly, employers will have to continue to hire Aboriginal people at a rate higher than their 12.2% representation in Saskatchewan's population.

The reported turnover of Aboriginal employees from permanent positions was 211 persons. This number represents 11.2% of all employees who left their positions in the sponsor workforce in 1999-2000. Given that only 6.6% of the total sponsor workforce are made up of Aboriginal people, this suggests an unacceptable number of Aboriginal employees are leaving the workforce.

While Aboriginal employees constituted 6.6% of the total sponsor workforce in 1999-2000, they filled only 3.2% of all management positions (see Table 3 and Table 4, Appendix B). The overall picture of Aboriginal representation in decision-making roles is discouraging. In 1999-2000, Aboriginal people represented only 1.6% of senior managers and 3.4% of middle managers. Although the overall representation of Aboriginal people in management increased by .2% over last year, the number of senior managers declined by 1%. This is worrisome given that most employers have no senior managers who are of Aboriginal ancestry and if one employer, Saskatchewan Gaming Corporation, was not included only .6% of senior managers would be representative of Aboriginal people.

C. People with Disabilities

In 1999-2000, the workforce representation of people with disabilities in the total sponsor workforce saw a marginal increase to 3.4% from 3.1% in the previous year. This is disconcerting. People with disabilities have made limited gains in securing employment with equity employers and continue to benefit least from employment equity initiatives. It is particularly troubling that employers who have committed themselves to specific actions to become representative continue to fall short.

The reality is people with disabilities remain far below the commission's 9.7% goal (see Appendix A, Table 5 and 6). The representation of persons with disabilities continues to be an area needing significant attention. Our first employment equity report showed that 2.9% of the total sponsor workforce were people with disabilities. Eight years later, there has been an inconsequential increase. It is not reassuring that representation has increased slightly over the last year.

Employers reported the external hiring of persons with disabilities into 1.4% or 23 out of 1,673 permanent positions. In addition, sponsors hired persons with disabilities into 1.3% or 45 out of 3,487 non-permanent positions. Hiring of staff with disabilities continued to decrease for the second year in a row. Hiring statistics clearly do not reflect the working age population of people with disabilities. Since the Commission has been preparing these reports in 1993, people with disabilities have never been hired at or near their working age representation of 9.7%. The minimal increase in representation over the last eight years is primarily due to employer success in improving self-identification among their existing employees. If the current rate of progress continues, people with disabilities will never match their actual working age representation.

Forty-one persons with disabilities left the employ of employment equity sponsors in 1999-2000. Persons with disabilities made up 2.2% of all employees who left permanent jobs. This is appreciably higher than their entrance to permanent positions (1.4%), and illustrates why representation of people with disabilities is negligible.

Among employees with disabilities, 71.6% held permanent jobs, compared with 69.1% of the general workforce. In part, this reflects the fact that many employees with disabilities develop medical conditions during their employment.

In 1999-2000, 3.1% of managers in the equity sponsors were persons with disabilities (see Table 5 and 6 Appendix B). This is an increase from last year when managers with disabilities comprised 2.8% of the workplaces. People with disabilities made up 3.1% of senior managers and 3.2% of middle managers.

For people with disabilities the critical equity issues continue to be hiring goals, barrier removal and accommodation polices.

D. Visible Minority People

Sponsor reports for 1999-2000 indicated that visible minority people comprised 3% of the total sponsor workforce, an increase of .2% from last year (see Table 7 and Table 8, Appendix A). This percentage is slightly greater than the representation of visible minority people in Saskatchewan. Visible minority employees are concentrated in

sponsor workplaces in Saskatoon and Regina, where the visible minority population is notably higher than the provincial average. Because there are larger numbers of visible minority members in urban areas, the commission's equity goals for employers in these cities are 5.2% in Saskatoon and 5.4% in Regina.

Sponsor reports showed great variation in the representation of visible minority persons. Some employers have few or no visible minority employees, while others -- such as the Saskatchewan Research Council -- have representations as high as 11.3%.

Visible minority members comprised 2.4% of managers in the employers reporting to the commission (see Table 7 and Table 8, Appendix B). The representation was 1.4% in senior management and 2.5% in middle and other management.

Members of visible minorities were hired to fill 5.3% or 89 out of 1,673 permanent positions in 1999-2000. In non-permanent positions, visible minority people filled 4.8% or 169 of 3,487 positions in 1999-2000. As well, more members of visible minorities were hired than were terminated. This positive result means employers monitored by the Commission in 1999 employed more members of visible minorities. As well, the number of promotions increased in this reporting period.

About 69.1% of all employees held permanent positions. Visible minority employees held 69.6% of permanent positions.

While the total number of visible minority people in the workforce is representative of Saskatchewan's working age population, they are under-represented in the urban centres. More emphasis must be placed on integrating minorities into the workplace, especially in management level positions.

Appendix A
Workforce Representation of Designated Group Members
(totals for employees in permanent and non-permanent positions)

Table A - 1 - Representation of Women [Employers with more than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				NUMBER OF WOMEN				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
CITY OF PRINCE ALBERT	359		370		105		97		45.0		26.2	
CITY OF REGINA	1733	1734	1655	2373	463	464	447	723	26.7	26.8	27.0	30.5
CITY OF SASKATOON	2394	2349	2354		781	811	828		32.6	34.5	35.2	
CO-OPERATORS	330	368	429	468	266	291	346	375	80.6	79.1	80.7	80.1
CROWN INVESTMENT CORP.	73	70	66	66	33	40	36	35	45.2	57.1	54.5	53.0
GOVERNMENT OF SASK	9977	10285	13295	12916	5409	5644	7142	6805	54.2	54.9	53.7	52.7
ISM	438				149				34.0			
NORTHERN LIGHTS S.D.	230	225	221		149	145	149		64.8	64.4	67.4	
NORTHLANDS COLLEGE	108	71	112	112	67	57	70	69	62.0	80.3	62.5	61.6
P.A. CO-OPERATIVE HEALTH CENTRE	72	93	88	72	62	85	74	61	86.1	91.4	84.1	84.7
REGINA POLICE SERVICES (CIVILIANS)	137	154	147	114	58	121	110	87	42.3	78.6	74.8	76.3
REGINA POLICE SERVICES (OFFICERS)	305	300	319	324	27	31	43	47	8.9	10.3	13.5	14.5
REGINA PUBLIC S.D.	1995	1981	2025	2036	1336	1338	1383	1399	67.0	67.5	68.3	68.7
SASK. LEGAL AID COMMISSION	134	134	135	136	89	87	92	94	66.4	64.9	68.1	69.1
SASK. OPPORTUNITIES CORP.	31	45	55	73	12	18	22	32	38.7	40.0	40.0	43.8
SASK. RESEARCH COUNCIL	230	215	235	213	88	105	112	98	38.3	48.8	47.7	46.0
SASKATCHEWAN GAMING CORP.		458	425	584		231	216	307		50.4	50.8	52.6
SASKATOON COMMUNITY CLINIC	133	130	134	127	102	104	121	114	76.7	80.0	90.3	89.8
SASKENERGY	961	975	994	1000	371	370	381	383	38.6	37.9	38.3	38.3
SASKFOR MACMILLAN	507	472	537		92	85	113		18.1	18.0	21.0	
SASKPOWER	2433	2310	2250	2438	586	597	582	648	24.1	25.8	25.9	26.6
SASKTEL	4256	4350	4653	4665	1975	2138	2303	2318	46.4	49.1	49.5	49.7
SASKWATER	243	248	241	237	55	54	52	60	22.6	21.8	21.6	25.3
SGI	1513	1579	1610	1624	802	854	874	892	53.0	54.1	54.3	54.9
SK CROP INSURANCE		577	526	516		207	200	201		35.9	38.0	39.0
SPMC	977	983	1068	1080	370	350	403	410	37.9	35.6	37.7	38.0
STC	323	263	247	246	98	74	62	58	30.3	28.1	25.1	23.6
STF	79.5	86.5	86.5	91	56.5	60.5	60.5	65	71.1	69.9	69.9	71.4
UNIV. OF REGINA		1557	1018	1060		495	515	543		31.8	50.6	51.2
UNIV. OF SASKATCHEWAN	3657	3705	3955	3910	1724	1756	1887	1874	47.1	47.4	47.7	47.9
WEYERHAEUSER CANADA			1159	1145			155	142			13.4	12.4
TOTAL	33628.5	35717.5	40409.5	37626	15325.5	16612.5	18875.5	17840	45.6	46.5	46.7	47.4

Table A - 2 - Representation of Women [Employers with less than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				NUMBER OF WOMEN				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
JOHN HOWARD SOCIETY	29	31	33	36	22	21	23	25	75.9	67.7	69.7	69.4
LAW SOCIETY OF SK				20				16				80.0
REGINA WOMEN'S COMMUNITY CENTRE			6	8			6	8			100.0	100
SASK WETLANDS	16	18	21	20	8	9	11	12	50.0	50.0	52.4	60.0
SHRC	37	36	31	35	30	28	25	26	81.1	77.8	80.6	74.3
SCN	18	19	21	22	9	11	10	11	50.0	57.9	47.6	50.0
TOTAL	100	104	112	141	69	69	75	98	69.0	66.3	67.0	69.5

Table A - 3 - Representation of Aboriginal People [Employers with more than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				NUMBER OF ABORIGINAL PERSONS				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
CITY OF PRINCE ALBERT	359		370		45		50		12.5		13.5	
CITY OF REGINA	1733	1734	1655	2373	95	88	76	179	5.5	5.1	4.6	7.5
CITY OF SASKATOON	2394	2349	2354		166	160	163		6.9	6.8	6.9	
CO-OPERATORS	330	368	429	468	15	15	17	16	4.5	4.1	4.0	3.4
CROWN INVESTMENT CORP.	73	70	66	66	2	1	1	2	2.7	1.4	1.5	3.0
GOVERNMENT OF SASK	9977	10285	13295	12916	682	721	1112	1116	6.8	7.0	8.4	8.6
ISM	438				10				2.3			
NORTHERN LIGHTS S.D.	230	225	221		163	169	168		70.9	75.1	76.0	#DIV/0!
NORTHLANDS COLLEGE	108	71	112	112	27	28	28	31	25.0	39.4	25.0	27.7
P.A. CO-OPERATIVE HEALTH CENTRE	72	93	88	72	16	16	19	16	22.2	17.2	21.6	22.2
REGINA POLICE SERVICES (CIVILIANS)	137	154	147	114	5	6	5	2	3.6	3.9	3.4	1.8
REGINA POLICE SERVICES (OFFICERS)	305	300	319	324	22	22	29	30	7.2	7.3	9.1	9.3
REGINA PUBLIC S.D.	1995	1981	2025	2039	80	91	98	106	4.0	4.6	4.8	5.2
SASK. LEGAL AID COMMISSION	134	134	135	136	9	8	11	10	6.7	6.0	8.1	7.4
SASK. OPPORTUNITIES CORP.	31	45	55	73	1	1	2	4	3.2	2.2	3.6	5.5
SASK. RESEARCH COUNCIL	230	215	235	213	2	7	9	8	0.9	3.3	3.8	3.8
SASKATCHEWAN GAMING CORP.		458	425	584		232	216	297		50.7	50.8	50.9
SASKATOON COMMUNITY CLINIC	133	130	134	127	1	7	9	13	0.8	5.4	6.7	10.2
SASKENERGY	961	975	994	1000	42	52	57	61	4.4	5.3	5.7	6.1
SASKFOR MACMILLAN	507	472	537									
SASKPOWER	2433	2310	2250	2438	53	54	62	53	2.2	2.3	2.8	2.2
SASKTEL	4256	4350	4653	4665	103	115	116	161	2.4	2.6	2.5	3.5
SASKWATER	243	248	241	237	4	3	4	4	1.6	1.2	1.7	1.7
SGI	1513	1579	1610	1624	91	95	99	114	6.0	6.0	6.1	7.0
SK CROP INSURANCE		577	526	516		6	7	7		1.0	1.3	1.4
SPMC	977	983	1068	1080	60	56	72	39	6.1	5.7	6.7	3.6
STC	323	263	247	246	14	11	8	14	4.3	4.2	3.2	5.7
STF	79.5	86.5	86.5	91	9	6	6	6	11.3	6.9	6.9	6.6
UNIV. OF REGINA		1557	1018	1060		13	14	26		0.8	1.4	2.5
UNIV. OF SASKATCHEWAN	3657	3705	3955	3910	53	52	45	53	1.4	1.4	1.1	1.4
WEYERHAEUSER CANADA			1159	1145			100	109			8.6	9.5
TOTAL	33628.5	35717.5	40409.5	37629	1770	2035	2603	2477	5.3	5.7	6.4	6.6

Table A - 4 - Representation of Aboriginal People [Employers with less than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				NUMBER OF ABORIGINAL PERSONS				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
JOHN HOWARD SOCIETY	29	31	33	36	5	5	4	5	17.2	16.1	12.1	13.9
LAW SOCIETY OF SK				20				0				0
REGINA WOMEN'S COMMUNITY CENTRE			6	8			2	2			33.3	25
SASK WETLANDS	16	18	21	20	1	0	0	0	6.3	0.0	0	0
SHRC	37	36	31	35	4	7	4	5	10.8	19.4	12.9	14.3
SCN	18	19	21	22	0	0	1	1	0.0	0.0	4.8	4.5
TOTAL	100	104	112	141	10	12	11	13	10.0	11.5	9.8	9.2

Table A - 5 - Representation of Persons with Disabilities [Employers with more than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				PERSONS WITH DISABILITIES				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
CITY OF PRINCE ALBERT	359		370		29		6		8.1		1.6	
CITY OF REGINA	1733	1734	1655	2373	190	185	173	195	11.0	10.7	10.5	8.2
CITY OF SASKATOON	2394	2349	2354		50	51	69		2.1	2.2	2.9	
CO-OPERATORS	330	368	429	468	9	10	16	22	2.7	2.7	3.7	4.7
CROWN INVESTMENT CORP.	73	70	66	66	2	2	4	4	2.7	2.9	6.1	6.1
GOVERNMENT OF SASK	9977	10285	13295	12916	327	318	340	356	3.3	3.1	2.6	2.8
ISM	438				17				3.9			
NORTHERN LIGHTS S.D.	230	225	221		1	0	0		0.4	0.0	0.0	#DIV/0!
NORTHLANDS COLLEGE	108	71	112	112	5	3	3	5	4.6	4.2	2.7	4.5
P.A. CO-OPERATIVE HEALTH CENTRE	72	93	88	72	4	7	5	5	5.6	7.5	5.7	6.9
REGINA POLICE SERVICES (CIVILIANS)	137	154	147	114	2	3	3	1	1.5	1.9	2.0	0.9
REGINA POLICE SERVICES (OFFICERS)	305	300	319	324	5	5	4	7	1.6	1.7	1.3	2.2
REGINA PUBLIC S.D.	1995	1981	2025	2036	33	32	40	45	1.7	1.6	2.0	2.2
SASK. LEGAL AID COMMISSION	134	134	135	136	11	12	10	10	8.2	9.0	7.4	7.4
SASK. OPPORTUNITIES CORP.	31	45	55	73	1	0	0	2	3.2	0.0	0.0	2.7
SASK. RESEARCH COUNCIL	230	215	235	213	4	1	1	1	1.7	0.5	0.4	0.5
SASKATCHEWAN GAMING CORP.		458	425	584		10	8	16		2.2	1.9	2.7
SASKATOON COMMUNITY CLINIC	133	130	134	127	2	6	9	6	1.5	4.6	6.7	4.7
SASKENERGY	961	975	994	1000	26	25	21	24	2.7	2.6	2.1	2.4
SASKFOR MACMILLAN	507	472	537									
SASKPOWER	2433	2310	2250	2438	84	86	77	34	3.5	3.7	3.4	1.4
SASKTEL	4256	4350	4653	4665	175	175	163	230	4.1	4.0	3.5	4.9
SASKWATER	243	248	241	237	4	3	3	5	1.6	1.2	1.2	2.1
SGI	1513	1579	1610	1624	139	142	144	145	9.2	9.0	8.9	8.9
SK CROP INSURANCE		577	526	516		0	3	5		0.0	0.6	1.0
SPMC	977	983	1068	1080	48	43	51	29	4.9	4.4	4.8	2.7
STC	323	263	247	246	10	8	7	11	3.1	3.0	2.8	4.5
STF	79.5	86.5	86.5	91	5	4	4	4	6.3	4.6	4.6	4.4
UNIV. OF REGINA		1557	1018	1060		40	37	43		2.6	3.6	4.1
UNIV. OF SASKATCHEWAN	3657	3705	3955	3910	61	59	65	59	1.7	1.6	1.6	1.5
WEYERHAEUSER CANADA			1159	1145			0	0			0.0	0.0
TOTAL	33628.5	35717.5	40409.5	37626	1244	1230	1266	1264	3.7	3.4	3.1	3.4

Table A - 6 - Representation of Persons with Disabilities [Employers with less than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				PERSONS WITH DISABILITIES				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
JOHN HOWARD SOCIETY	29	31	33	36	1	1	1	2		3.2	3.0	5.6
LAW SOCIETY OF SK				20				2				10.0
REGINA WOMEN'S COMMUNITY CENTRE			6	8			1	1			16.7	12.5
SASK WETLANDS	16	18	21	20	0	0	0	0	0.0	0.0	0.0	0.0
SHRC	37	38	31	35	4	3	3	4	10.8	7.9	9.7	11.4
SCN	18	19	21	22	0	0	0	0	0.0	0.0	0.0	0.0
TOTAL	100	106	112	141	5	3	5	9	5.0	2.8	4.5	6.4

Table A - 7 - Representation of Visible Minority Persons [Employers with more than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				VISIBLE MINORITY PERSONS				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
CITY OF PRINCE ALBERT	359		370		5		1		1.4		0.3	
CITY OF REGINA	1733	1734	1655	2373	15	16	10	14	0.9	0.9	0.6	0.6
CITY OF SASKATOON	2394	2349	2354		32	37	43		1.3	1.6	1.8	
CO-OPERATORS	330	368	429	468	15	12	17	22	4.5	3.3	4.0	4.7
CROWN INVESTMENT CORP.	73	70	66	66	4	2	2	2	5.5	2.9	3.0	3.0
GOVERNMENT OF SASK	9977	10285	13295	12916	243	262	363	355	2.4	2.5	2.7	2.7
ISM	438				18				4.1			
NORTHERN LIGHTS S.D.	230	225	221		0	0	0		0.0	0.0	0.0	#DIV/0!
NORTHLANDS COLLEGE	108	71	112	112	5	2	5	4	4.6	2.8	4.5	3.6
P.A. CO-OPERATIVE HEALTH CENTRE	72	93	88	72	1	1	1	1	1.4	1.1	1.1	1.4
REGINA POLICE SERVICES (CIVILIANS)	137	154	147	114	3	4	6	3	2.2	2.6	4.1	2.6
REGINA POLICE SERVICES (OFFICERS)	305	300	319	324	10	11	12	14	3.3	3.7	3.8	4.3
REGINA PUBLIC S.D.	1995	1981	2025	2036	36	33	39	35	1.8	1.7	1.9	1.7
SASK. LEGAL AID COMMISSION	134	134	135	136	2	2	3	3	1.5	1.5	2.2	2.2
SASK. OPPORTUNITIES CORP.	31	45	55	73	3	3	1	2	9.7	6.7	1.8	2.7
SASK. RESEARCH COUNCIL	230	215	235	213	23	24	27	24	10.0	11.2	11.5	11.3
SASKATCHEWAN GAMING CORP.		458	425	584		21	22	29		4.6	5.2	5.0
SASKATOON COMMUNITY CLINIC	133	130	134	127	3	2	5	5	2.3	1.5	3.7	3.9
SASKENERGY	961	975	994	1000	12	12	13	13	1.2	1.2	1.3	1.3
SASKFOR MACMILLAN	507	472	537									
SASKPOWER	2433	2310	2250	2438	40	39	38	21	1.6	1.7	1.7	0.9
SASKTEL	4256	4350	4653	4665	77	85	78	104	1.8	2.0	1.7	2.2
SASKWATER	243	248	241	237	6	6	5	5	2.5	2.4	2.1	2.1
SGI	1513	1579	1610	1624	39	40	42	41	2.6	2.5	2.6	2.5
SK CROP INSURANCE		577	526	516		4	5	5		0.7	1.0	1.0
SPMC	977	983	1068	1080	30	25	32	18	3.1	2.5	3.0	1.7
STC	323	263	247	246	5	7	6	5	1.5	2.7	2.4	2.0
STF	79.5	86.5	86.5	91	0	0	1	1	0.0	0.0	1.2	1.1
UNIV. OF REGINA		1557	1018	1060		76	75	96		4.9	7.4	9.1
UNIV. OF SASKATCHEWAN	3657	3705	3955	3910	268	273	287	278	7.3	7.4	7.3	7.1
WEYERHAEUSER CANADA			1159	1145			6	8			0.5	0.7
TOTAL	33628.5	35717.5	40409.5	37626	895	999	1145	1108	2.7	2.8	2.8	2.9

Table A - 8 - Representation of Visible Minority Persons [Employers with less than 25 FTE]												
ORGANIZATION	TOTAL WORKFORCE				VISIBLE MINORITIES				PERCENT			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
JOHN HOWARD SOCIETY		31	33	36		3	3	5		9.1	9.1	13.9
LAW SOCIETY OF SK				20				0				0.0
REGINA WOMEN'S COMMUNITY CENTRE			6	8			0	1			0.0	12.5
SASK WETLANDS	16	18	21	20	0	0	0	0	0.0	0.0	0.0	0.0
SHRC	37	38	31	35	2	3	4	4	7.9	12.9	12.9	11.4
SCN	18	19	21	22	0	0	2	2	0.0	9.5	9.5	9.1
TOTAL	100	106	112	141	5	6	9	12	5.7	8.0	8.0	8.5

Appendix B

Workforce Representation of Designated Group Members in Management Positions

Table B -1 - Women in Management [Employers with more than 25 FTE employees]									
ORGANIZATION	WOMEN								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	statistics not available this year								
CITY OF REGINA	68	21	30.9	17	3	17.6	51	17	33.3
CITY OF SASKATOON	statistics not available this year								
CO-OPERATORS	27	8	29.6	8	0	0.0	19	8	42.1
CROWN INVESTMENTS CORP.	20	4	20.0	4	0	0.0	16	4	25.0
GOVERNMENT OF SASK	1822	638	35.0	192	54	28.1	1630	584	35.8
ISM	statistics not available this year								
NORTHERN LIGHTS S.D.	statistics not available this year								
NORTHLANDS COLLEGE	9	4	44.4	1	0	0.0	8	4	50.0
P.A. HEALTH CO-OPERATIVE	13	10	76.9	1	1	100.0	12	9	75.0
REGINA POLICE SERVICES	36	10	27.8	8	4	50.0	28	6	21.4
REGINA PUBLIC S.D.	130	57	43.8	14	7	50.0	116	50	43.1
SASKATOON COMMUNITY CLINIC	13	9	69.2	1	0	0.0	12	9	75.0
SASKENERGY	203	79	38.9	9	0	0.0	194	79	40.7
SASKFOR MACMILLAN	statistics not available this year								
SASKPOWER	61	8	13.1	11	2	18.2	50	6	12.0
SASKTEL	476	138	29.0	9	1	11.1	467	137	29.3
SASKWATER	41	5	12.2	4	0	0.0	37	5	13.5
SGI	154	50	32.5	20	7	35.0	134	43	32.1
SK CROP INSURANCE	47	19	40.4	8	1	12.5	39	18	46.2
SK GAMING CORP.	44	23	52.3	16	9	56.3	28	14	50.0
SK LEGAL AID COMMISSION	16	5	31.3	1	1	100.0	15	4	26.7
SK OPPORTUNITIES CORP.	11	2	18.2	6	2	33.3	5	0	0.0
SK. RESEARCH COUNCIL	25	4	16.0	11	3	27.3	14	1	7.1
SPMC	195	52	26.7	51	9	17.6	144	43	29.9
STC	19	5	26.3	4	1	25.0	15	4	26.7
STF	18	11	61.1	2	0	0.0	16	11	68.8
UNIVERSITY OF REGINA	48	10	20.8	41	9	22.0	7	1	14.3
UNIVERSITY OF SASKATCHEWAN	513	247	48.1	36	6	16.7	477	247	51.8
WEYERHAEUSER CANADA	120	7	5.8	1	0	0.0	119	7	5.9
TOTAL	4129	1426	34.5	476	120	25.2	3653	1311	35.9

Table B - 2 - Women in Management [Employers with less than 25 FTE employees]									
ORGANIZATIONS	WOMEN								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	5	3	60.0	1	0	0.0	4	3	75.0
LAW SOCIETY OF SK	3	2	66.7	2	1	50.0	1	1	100
REGINA WOMEN'S COMMUNITY CENTRE	1	1	100.0	1	1	100.0	0	0	0.0
SK HUMAN RIGHTS COMMISSION	6	4	66.7	2	2	100.0	4	2	50
SK WETLANDS	6	2	33.3	1	0	0.0	5	2	40
SCN	12	6	50.0	3	1	33.3	9	5	55.6
TOTAL	33	18	54.5	10	5	50.0	23	13	56.5

Table B - 3 - Aboriginal People in Management [Employers with more than 25 FTE employees]									
ORGANIZATION	ABORIGINAL PERSONS								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	statistics not available this year								
CITY OF REGINA	68	0	0.0	17	0	0.0	51	0	0.0
CITY OF SASKATOON	statistics not available this year								
CO-OPERATORS	27	0	0.0	8	0	0.0	19	0	0.0
CROWN INVESTMENTS CORP.	20	0	0.0	4	0	0.0	16	0	0.0
GOVERNMENT OF SASK	1822	61	3.3	192	2	1.0	1630	59	3.6
ISM	statistics not available this year								
NORTHERN LIGHTS S.D.	statistics not available this year								
NORTHLANDS COLLEGE	9	3	33.3	1	0	0.0	8	3	37.5
P.A. HEALTH CO-OPERATIVE	13	1	7.7	1	0	0.0	12	1	8.3
REGINA POLICE SERVICES	36	0	0.0	8	0	0.0	28	0	0.0
REGINA PUBLIC S.D.	130	3	2.3	14	0	0.0	116	3	2.6
SASKATOON COMMUNITY CLINIC	13	0	0.0	1	0	0.0	12	0	0.0
SASKENERGY	203	10	4.9	9	0	0.0	194	10	5.2
SASKFOR MACMILLAN	statistics not available this year								
SASKPOWER	61	2	3.3	11	0	0.0	50	2	4.0
SASKTEL	476	12	2.5	9	0	0.0	467	12	2.6
SASKWATER	41	0	0.0	4	0	0.0	37	0	0.0
SGI	154	9	5.8	20	1	5.0	134	8	6.0
SK CROP INSURANCE	47	1	2.1	8	0	0.0	39	1	2.6
SK GAMING CORP.	44	14	31.8	16	5	31.3	28	9	32.1
SK LEGAL AID COMMISSION	16	0	0.0	1	0	0.0	15	0	0.0
SK OPPORTUNITIES CORP.	11	0	0.0	6	0	0.0	5	0	0.0
SK. RESEARCH COUNCIL	25	0	0.0	11	0	0.0	14	0	0.0
SPMC	195	1	0.5	51	0	0.0	144	1	0.7
STC	19	0	0.0	4	0	0.0	15	0	0.0
STF	18	0	0.0	2	0	0.0	16	0	0.0
UNIVERSITY OF REGINA	48	0	0.0	41	0	0.0	7	0	0.0
UNIVERSITY OF SASKATCHEWAN	513	12	2.3	36	0	0.0	477	12	2.5
WEYERHAEUSER CANADA	120	5	4.2	1	0	0.0	119	5	4.2
TOTAL	4129	134	3.2	476	8	1.68	3653	126	3.4

Table B - 4 - Aboriginal People in Management [Employers with less than 25 FTE employees]									
ORGANIZATIONS	ABORIGINAL								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	5	0	0.0	1	0	0.0	4	0	0.0
LAW SOCIETY OF SK	3	0	0.0	2	0	0.0	1	0	0.0
REGINA WOMEN'S COMMUNITY CENTRE	1	0	0.0	1	0	0.0	0	0	0.0
SK HUMAN RIGHTS COMMISSION	6	0	0.0	2	0	0.0	4	0	0
SK WETLANDS	6	0	0.0	1	0	0.0	5	0	0.0
SCN	12	0	0.0	3	0	0.0	9	0	0.0
TOTAL	18	0	0.0	4	0	0.0	14	0	0.0

Table B - 5 - Persons with Disabilities in Management [Employers with more than 25 FTE employees]									
ORGANIZATION	PERSONS WITH DISABILITIES								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	statistics not available this year								
CITY OF REGINA	68	9	13.2	17	2	11.8	51	7	13.7
CITY OF SASKATOON	statistics not available this year								
CO-OPERATORS	27	1	3.7	8	1	12.5	19	1	5.3
CROWN INVESTMENTS CORP.	20	0	0.0	4	0	0.0	16	0	0.0
GOVERNMENT OF SASK	1822	63	3.5	192	6	3.1	1630	57	3.5
ISM	statistics not available this year								
NORTHERN LIGHTS S.D.	statistics not available this year								
NORTHLANDS COLLEGE	9	1	11.1	1	0	0.0	8	1	12.5
P.A. HEALTH COOPERATIVE	13	1	7.7	1	0	0.0	12	1	8.3
REGINA POLICE SERVICES	36	0	0.0	8	0	0.0	28	0	0.0
REGINA PUBLIC S.D.	130	4	3.1	14	1	7.1	116	3	2.6
SASKATOON COMMUNITY CLINIC	13	0	0.0	1	0	0.0	12	0	0.0
SASKENERGY	203	3	1.5	9	0	0.0	194	3	1.5
SASKFOR MACMILLAN	statistics not available this year								
SASKPOWER	61	1	1.6	11	1	9.1	50	0	0.0
SASKTEL	476	15	3.2	9	0	0.0	467	15	3.2
SASKWATER	41	1	2.4	4	0	0.0	37	1	2.7
SGI	154	14	9.1	20	1	5.0	134	13	9.7
SK CROP INSURANCE	47	1	2.1	8	0	0.0	39	1	2.6
SK GAMING CORP.	44	14	31.8	16	5	31.3	28	9	32.1
SK LEGAL AID COMMISSION	16	0	0.0	1	0	0.0	15	0	0.0
SK OPPORTUNITIES CORP.	11	0	0.0	6	0	0.0	5	0	0.0
SK. RESEARCH COUNCIL	25	0	0.0	11	0	0.0	14	0	0.0
SPMC	195	3	1.5	51	1	2.0	144	2	1.4
STC	19	0	0.0	4	0	0.0	15	0	0.0
STF	18	0	0.0	2	0	0.0	16	0	0.0
UNIVERSITY OF REGINA	48	2	4.2	41	2	4.9	7	0	0.0
UNIVERSITY OF SASKATCHEWAN	513	10	1.9	36	0	0.0	477	10	2.1
WEYERHAEUSER CANADA	120	0	0.0	1	0	0.0	119	0	0.0
TOTAL	4129	143	3.5	476	20	4.2	3653	124	3.4

Table B - 6 - Persons with Disabilities in Management [Employers with less than 25 FTE employees]									
ORGANIZATIONS	PERSONS WITH DISABILITIES								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	5	1	20.0	1	0	0.0	4	1	25.0
LAW SOCIETY OF SK	3	0	0.0	2	0	0.0	1	0	0.0
REGINA WOMEN'S COMMUNITY CENTRE	1	0	0.0	1	0	0.0	0	0	0.0
SK HUMAN RIGHTS COMMISSION	6	0	0.0	2	0	0.0	4	0	0
SK WETLANDS	6	0	0.0	1	0	0.0	5	0	0.0
SCN	12	0	0.0	3	0	0.0	9	0	0.0
TOTAL	18	1	5.6	10	0	0.0	14	1	7.1

Table B - 7 - Visible Minority Persons in Management [Employers with more than 25FTE employees]									
ORGANIZATION	VISIBLE MINORITY PERSONS								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
CITY OF PRINCE ALBERT	statistics not available this year								
CITY OF REGINA	68	0	0.0	17	0	0.0	51	0	0.0
CITY OF SASKATOON	statistics not available this year								
CO-OPERATORS	27	0	0.0	8	0	0.0	19	1	5.3
CROWN INVESTMENTS CORP.	20	0	0.0	4	0	0.0	16	0	0.0
GOVERNMENT OF SASK	1822	48	2.6	192	2	1.0	1630	46	2.8
ISM	statistics not available this year								
NORTHERN LIGHTS S.D.	statistics not available this year								
NORTHLANDS COLLEGE	9	1	11.1	1	0	0.0	8	1	12.5
P.A. HEALTH CO-OPERATIVE	13	0	0.0	1	0	0.0	12	0	0.0
REGINA POLICE SERVICES	36	0	0.0	8	0	0.0	28	0	0.0
REGINA PUBLIC S.D.	130	0	0.0	14	0	0.0	116	0	0.0
SASKATOON COMMUNITY CLINIC	13	0	0.0	1	0	0.0	12	0	0.0
SASKENERGY	203	8	3.9	9	0	0.0	194	8	4.1
SASKFOR MACMILLAN	statistics not available this year								
SASKPOWER	61	0	0.0	11	0	0.0	50	0	0.0
SASKTEL	476	5	1.1	9	0	0.0	467	5	1.1
SASKWATER	41	3	7.3	4	0	0.0	37	3	8.1
SGI	154	1	0.6	20	0	0.0	134	1	0.7
SK CROP INSURANCE	47	0	0.0	8	0	0.0	39	0	0.0
SK GAMING CORP.	44	0	0.0	16	0	0.0	28	0	0.0
SK LEGAL AID COMMISSION	16	0	0.0	1	0	0.0	15	0	0.0
SK OPPORTUNITIES CORP.	11	0	0.0	6	0	0.0	5	0	0.0
SK. RESEARCH COUNCIL	25	5	20.0	11	2	18.2	14	3	21.4
SPMC	195	4	2.1	51	0	0.0	144	4	2.8
STC	19	0	0.0	4	0	0.0	15	0	0.0
STF	18	0	0.0	2	0	0.0	16	0	0.0
UNIVERSITY OF REGINA	48	4	8.3	41	3	7.3	7	1	14.3
UNIVERSITY OF SASKATCHEWAN	513	18	3.5	36	0	0.0	477	18	3.8
WEYERHAEUSER CANADA	120	0	0.0	1	0	0.0	119	0	0.0
TOTAL	4129	97	2.3	476	7	1.5	3653	91	2.5

Table B - 8 - Visible Minority Persons in Management [Employers with less than 25 FTE employees]									
ORGANIZATIONS	VISIBLE MINORITY PERSONS								
	ALL MANAGEMENT			SENIOR MANAGEMENT			MIDDLE MANAGEMENT		
	TOTAL	NUMBER	%	TOTAL	NUMBER	%	TOTAL	NUMBER	%
JOHN HOWARD SOCIETY	5	2	40.0	1	0	0.0	4	2	50.0
LAW SOCIETY OF SK	3	0	0.0	2	0	0.0	1	0	0.0
REGINA WOMEN'S COMMUNITY CENTRE	1	0	0.0	1	0	0.0	0	0	0.0
SK HUMAN RIGHTS COMMISSION	6	0	0.0	2	0	0.0	4	0	0
SK WETLANDS	6	0	0.0	1	0	0.0	5	0	0.0
SCN	12	0	0.0	3	0	0.0	9	0	0.0
TOTAL	18	2	11.1	4	0	0.0	14	2	14.3

Appendix C

Glossary of Terms

Glossary of Terms

Aboriginal — means Indian, Métis or Inuit.

Changes in representation — Many factors contribute to changes in the representation levels of members of designated groups in the workforce. Factors such as numbers of designated group members hired, promoted and terminated affect representation. Other factors, such as changes in the rate of self-identification by designated group members, affect the statistical profile of designated groups but do not actually improve the employment situation.

Employment opportunities — the number of hirings and promotions used by employers to improve the representation of members of designated groups in the workforce in the reporting year.

Middle managers — managers (other than senior managers) who have managerial or supervisory responsibilities.

Non-permanent employee — means a person who is employed on a temporary basis by an employer for any number of hours within a fixed period, or periods totaling 12 weeks or more during a reporting year. This does not include a person in full-time attendance at a secondary or post-secondary educational institution who is employed during a school break.

Occupational groups — Employers are required to categorize their employees by occupational category on several forms when they prepare their reports to the Saskatchewan Human Rights Commission. Employers are encouraged to use the National Occupational Classification (NOC) system that Statistics Canada uses in collecting labour force data.

Permanent full-time employee — means a person who is employed for an indeterminate period by an employer to regularly work the standard number of hours fixed by the employer for employees in the occupational group in which the person is employed.

Permanent part-time employee — means a person who is employed for an indeterminate period by an employer to regularly work fewer than the standard number of hours fixed by the employer for employees in the occupational group in which the person is employed.

Persons with disabilities — are people who have disabilities that require accommodation, to enable such persons to perform the essential functions of a job and

who consider themselves, and believe an employer or a potential employer would consider them, disadvantaged in finding, retaining or advancing in employment because of that condition. The Saskatchewan Human Rights Commission's policy relating to persons with disabilities as a designated group contains additional information.

Promotion — means movement of a permanent employee from one position or job in the employer's organization to another position or job that

(i) has a higher salary or a higher salary range than the salary or salary range of the position or job previously held by the employee, and

(ii) ranks higher in the organizational hierarchy of the employer,

and includes a reclassification of the employee's position or job where the reclassified position or job meets the requirements of subparagraphs (i) and (ii).

Reporting year — means the calendar or fiscal year in respect of which an employment equity report is filed.

Representation — refers to the percentage of all employees in the workforce as a whole and/or in a particular occupational group who are members of a designated group. One measure of progress towards employment equity is the extent to which the representation of a designated group in the workforce approaches the representation of that designated group in the labour market or working age population as a whole.

Senior managers — include Chief Executive Officers, Presidents and Vice-Presidents.

Sponsor — refers to an organization with a program approved under section 47 of the Code.

Sponsor workforce — refers to the workforce of an employer or employers with programs approved under section 47 of the Code.

Visible minority members — means persons, other than Aboriginal peoples, who are people of colour.

Turnover — refers to the number of employees who left the workforce. This includes employees who retired or resigned, were laid off or discharged, or otherwise ceased to be employees during the reporting period.

Women as a designated group — Women are considered underrepresented in occupations within an employer's labour force if women occupy less than 45% of positions in those occupations.

Working-age population — persons who are 15 – 64 years of age, based on the most recent Statistics Canada figures.

Appendix D

Background and Policies on Designated Group Members

Saskatchewan Human Rights Commission
Policy Relating to Women as a Designated Group

Background

The commission has noted inconsistencies in employers' reports about the progress of women in their labour forces. For example:

(a) statistical reports sometimes refer to the number of women in "non-traditional" occupations and sometimes refer to occupations in which women are "underrepresented";
(b) different employers use different definitions of under-representation and non-traditional; and
(c) some employers use definitions based on their own labour force while others use definitions based on the general labour force.

To establish consistency among organizations with approved programs under section 47 of *The Saskatchewan Human Rights Code*, the Saskatchewan Human Rights Commission adopts the following goals and the following definition of under-representation. The commission will no longer use the term "non-traditional" when tracking the progress of women as a designated group.

Definition

Women shall be considered under-represented in occupations within an employer's labour force if women occupy less than 45 percent of positions in those occupations.

Goals

(a) Short-term goals for hiring, promoting or transferring women into such occupations shall be based on the availability of qualified or qualifiable female candidates.
(b) The long-term goal shall be to achieve representation by women which matches their participation in the provincial labour force. This is currently 45 percent.

(Adopted September 28, 1995)

Saskatchewan Human Rights Commission
Policy Relating to Persons With Disabilities as a Designated Equity Group

Background

The Commission has noted inconsistent definitions of "persons with disabilities" in the reports of employers with approved employment equity plans. As well, organizations representing persons with disabilities have expressed concerns that those persons who experience significant barriers to employment because of disability do not benefit from equity initiatives.

Section 47 of *The Saskatchewan Human Rights Code* gives the Commission authority to approve special programs designed to prevent, eliminate or reduce disadvantages experienced by groups of individuals because of a prohibited ground of discrimination. With employment equity plans, the Commission sets numerical goals for the employment of members of each designated group. In setting the numerical goal for the employment of persons with disabilities, the Commission has considered both the definition of "persons with disabilities" and statistics showing the representation of this group in Saskatchewan's working age population.

Statistics Canada provides different figures for the representation of persons with disabilities in Saskatchewan's working age population, depending on the degree of disability involved. Statistics Canada's *1991 Health and Activity Limitation Survey* shows that people with moderate to severe disabilities make up 9.67 percent of Saskatchewan's working age population. In most cases, these individuals require job accommodation. If people with milder disabilities are also included, the percentage increases to 16.6 percent.

In section 2(1)(d.1) of *The Saskatchewan Human Rights Code*, "disability" is defined as follows.

> "Disability" means:
> (i) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes:
>
> (A) epilepsy;
> (B) any degree of paralysis;
> (C) amputation;
> (D) lack of physical co-ordination;
> (E) blindness or visual impediment;
> (F) deafness or hearing impediment;
> (G) muteness or speech impediment; or

(H) physical reliance on a guide dog, wheelchair or other remedial appliance or device; or

(ii) any of:

(A) a condition of mental retardation or impairment;

(B) a learning disability or a dysfunction in one or more of the processes involved in the comprehension or use of symbols or spoken language; or

(C) a mental disorder.

In their reports to the Commission, some employers use a broad definition of "persons with disabilities" based on section 2(1)(d.1) of the *Code*, while others use definitions focusing on the effects of a disability on a person's ability to obtain and maintain employment. Some employers also have limited understanding of what an employment-related disability involves. It is not always understood, for instance, that some individuals with sensory disabilities (for example, people who are deaf or blind) will experience barriers to communication.

The definition of disability in section 2(1)(d.1) of the *Code* is too broad for the purposes of employment equity plans, because many individuals who have a disability within the meaning of the *Code* can perform their job successfully without any accommodation by their employer. Unless they encounter attitudinal barriers, they may not need the special measures that are part of an employment equity plan. A narrower definition of disability will allow a more effective use of employment equity plans and enable persons with disabilities that require accommodation to participate in and contribute equally to a workforce which is more reflective of the Saskatchewan community.

To establish consistency and promote the employment of persons with disabilities, the Saskatchewan Human Rights Commission adopts the following definition and goals for the purposes of employment equity plans under section 47 of *The Saskatchewan Human Rights Code*.

Definition

Persons with disabilities are persons who have a disability within the meaning of section 2(1)(d.1) of *The Saskatchewan Human Rights Code*. In addition, for the purposes of employment equity plans, persons with disabilities

(a) have persistent physical, intellectual, mental, psychiatric, sensory or learning conditions that

(i) require a technical device and/or personal support or service which enables such persons to perform the essential functions of a job; and/or

(ii) require some form of accommodation such as extra rest breaks, or time off/leave to obtain treatment as necessary, or modifications to job responsibility, job site, or work hours;

and

(b) consider themselves, and believe an employer or a potential employer would consider them disadvantaged in finding, retaining or advancing in employment because of that condition.

Goals

1) Employers will accommodate persons with disabilities. This accommodation can include the following.

   (a) For persons with communication disabilities, accommodation can include the use of sign language interpretation, telewriter (TTY), braille, audio tapes, computer diskettes, or other methods of communicating.

   (b) For persons with mobility disabilities, accommodation can include providing accessibility to buildings and facilities, and modifying washrooms.

   (c) For persons with intellectual disabilities, accommodation can include job coaching or individualized on-the-job training.

2) The long-term goal of employment equity plans will be to achieve representation of persons with disabilities that matches the representation of persons with moderate to severe disabilities in the working age population, currently 9.7 percent. In order to reach this goal within a reasonable time period, employers who have not yet achieved the long-term goal will be asked to set interim hiring goals that are higher than 9.7 percent for persons with moderate to severe disabilities.

3) The hiring, promotion or transferring of persons with disabilities into occupations will be based on the availability of qualified or qualifiable candidates.

(Adopted April 8, 1998)

Saskatchewan Human Rights Commission
Policy Relating to Visible Minorities as a Designated Equity Group

Background

Section 47 of *The Saskatchewan Human Rights Code* gives the Commission authority to approve special programs designed to prevent, eliminate or reduce disadvantages experienced by groups of individuals because of a prohibited ground of discrimination. To date, the Commission has approved equity plans for four groups: women, Aboriginal people, people with disabilities, and visible minorities. All four groups have experienced historical inequities that have become entrenched within educational, economic and other systems. To address ongoing systemic discrimination against these groups, the Commission has developed employment equity and education equity programs.

The Commission's definition of visible minorities is concerned with racism and its impact. In the experience of the Commission, the overwhelming majority of people who experience racism are people whose skin colour is perceived as being "non-white." Aboriginal people are not considered part of this group, because they are identified as a separate designated group for the purposes of equity programs.[3]

The visible minority group is not limited to recent immigrants. It includes people who are born in Canada as well as recent immigrants and first-generation Canadians. However, the visible minority group does not include all immigrants. All immigrants may experience barriers to equality, but the specific purpose of including visible minorities in equity programs is to eliminate racism and address its systemic and institutionalised consequences.

It should also be noted that the term "visible minority" does not identify a uniform group. It includes individuals from a wide range of ethnic groups, from many parts of the world. It is important to be aware of the differences both between and within visible minority subgroups.

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[3]. The Commission recognizes that the division of people into distinct "races" or "colours" is an artificial classification not supported by current scientific research. Historically, it has also been linked with racist ideologies and oppressive practices. "Race" is a socially constructed concept that has historically been used to justify the hierarchical ranking of peoples and to support racist practices such as slavery, colonialism and genocide. Classification of people by distinct skin colours has also been linked with racist ideologies and practices, differences in skin colour are actually a continuum.

Definition

In the interest of consistency, the Saskatchewan Human Rights Commission adopts, in principle, the definition of visible minorities used in the federal *Employment Equity Act*.[4] For the purposes of equity programs, the Saskatchewan Human Rights Commission defines members of visible minorities as "persons, other than Aboriginal peoples, who are people of colour." Members of visible minorities may, for example, be persons of African, Chinese, Filipino, Japanese, Korean, Pacific Islander, East Asian, Southeast Asian, West Asian, Arab or Latin American ancestry.[5]

Employers with employment equity plans who wish to identify members of visible minorities should use the principle of self-identification and ask employees and prospective employees themselves to indicate whether they are visible minority members.

Goals

1. (a) The long-term goal of employment equity plans will be to achieve representation of visible minorities throughout an employer's workforce that reflects the representation of visible minorities in the population as a whole. According to Statistics Canada data for 1996, this representation is 5.4 percent in Regina; 5.2 percent in Saskatoon; and 2.8 percent in Saskatchewan as a whole. If an employer operates primarily in either Regina or Saskatoon, the representation goal will be that of the urban centre.

   (b) In order to achieve the long-term goal within a reasonable time period, employers who have not yet achieved the long-term goal will be asked to set interim hiring goals that are higher than the long-term numerical goals set out under goal # 1.

   (c) The short-term goals for hiring, promoting or transferring members of visible minorities will be based on the availability of qualified or qualifiable candidates.

2. Other goals of employment equity plans will include the following.

- anti-racism policies and procedures
- policies and activities to encourage respect for cultural diversity
- a review of practices that may constitute barriers for visible minorities, such as limitations upon people who speak with an accent
- a fair process to evaluate and recognize non-Canadian credentials
- measures to address the glass ceiling, with respect to visible minorities

(adopted June 16, 1999)

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[4]. Employment Equity Act, S.C. 1995, c.44, s.3.

[5]. These are the categories used by Statistics Canada in its 1996 census.